Strategic Plan 2018-2023

Goalposts for a Healthier Future

NATIONAL ACADEMY OF MEDICINE

About the National Academy of Medicine | Founded in 1970 as the Institute of Medicine, the National Academy of Medicine (NAM) is one of three academies that make up the National Academies of Sciences, Engineering, and Medicine (the National Academies). Operating under the 1863 congressional charter of the National Academy of Sciences, the National Academies provide independent, objective analysis and advice to the nation and conduct other activities to solve complex problems and inform public policy decisions. The National Academies also encourage education and research, recognize outstanding contributions to knowledge, and increase public understanding in matters of science, engineering, and medicine. *Photo: The historic National Academy of Sciences Building in Washington, DC.*

Background

In July 2015, the Institute of Medicine (IOM) was reconstituted as the National Academy of Medicine (NAM), beginning a new era for our organization. Meanwhile, the world in which we operate has undergone significant change. The speed of technological advancement, convergence of disciplines, rapid globalization, and perceived erosion of trust in science are all elements that require a strategic shift in how we apply our leadership, invest our resources, and carry out our work. To that end, we established a planning committee and engaged NAM members, volunteers, and other expert consultants in an 18-month process to develop a strategic plan that positions the organization for maximum impact over the next 5 years.

Mission, Vision, and Values

The NAM remains committed above all to its central mandate to provide independent, objective, evidence-based advice on matters of medicine, health, biomedical sciences, and health policy. Building on this core scientific advisory function, the 2018-2023 plan adds an emphasis on health equity and highlights a global focus in addition to its longstanding domestic charge. To achieve this new organizational mission, the NAM will expand its advisory role to capitalize on its strength as a trusted convener with the ability to enlist new stakeholders and partners in the United States and throughout the world.

MISSION	To improve health for all by advancing science, accelerating health equity, and providing independent, authoritative, and trusted advice nationally and globally.
VISION	A healthy future for everyone.

The 2018-2023 strategic plan elevates the NAM as an innovative, resourceful, dynamic organization and a continuously learning Academy that is adaptive, resilient, and effective in a rapidly changing environment. As such, the plan is not prescriptive, but rather is designed to provide strategic guidance in ways that will advance the mission. The plan follows a roadmap that starts with "game-changing" bold ideas and key leverage points that can achieve significant impact on health and health equity. Next, it identifies stakeholders, actions, resources, and outcomes for a program of activities to achieve the mission. Key to success of the mission will be marshaling the necessary resources to implement these activities. Finally, evaluating both process and outcomes across activities will inform future programming and actions that advance the mission. Importantly, the plan also builds on the NAM's strengths, including who we are as an organization and our core values.

WE ARE

- An independent, evidence-based, trusted advisor
- A national academy with domestic impact and global influence
- Committed to catalyzing action and achieving impact
- Collaborative and interdisciplinary
- An honorific society for exceptional leaders
- A continuously learning organization

CORE VALUES

- Scientific excellence and rigor
- Objectivity and independence
- Diversity, inclusion, and equity

Strategic Goals

We identified three goals that will allow us to extend our advisory role to inspire action in the United States and globally; activate our membership and engage and nurture the next generation of leaders to advance our mission; and build the field for the future by bridging multiple disciplines and inspiring diverse young people to contribute to the fields of health and medicine.

GOAL 1

Actively identify and address **critical issues** with balanced and authoritative scientific evidence; and lead and inspire action on bold ideas to impact science, medicine, policy, and health equity domestically and globally.

The NAM's program of activities will aim to advance the evidence base and remain steadfast in our commitment to science and knowledge, particularly in our advisory role to the nation. In addition to addressing critical issues, the NAM will expand its activities to inspire new areas of knowledge generation and inform policy. We will also connect knowledge to action in order to improve health for all and improve health equity. In addition to "pushing" material out through our multiple dissemination vehicles, the NAM will also "pull" in new stakeholders to engage in new ways to bridge knowledge to action.

Strategies

1. Affirm our steadfast **commitment to science** and ensure that evidence is central to health, medicine, and policy.
2. Proactively **identify and address critical issues** to improve science, health, medicine, and health equity.
3. Extend our advisory and convening roles to **increase impact and catalyze actions and solutions** in health and science through innovative programs and activities.
4. Lead and inspire **public and private actions and partnerships** around ambitious but achievable goals.
5. Develop **innovative and strategic approaches to communicate** and disseminate our work, with a focus on impact.

GOAL 2

Diversify and activate the **membership** of the Academy and engage emerging leaders and scholars to enhance our leadership capacity and address new contexts and challenges.

The NAM is committed to building a more diverse and inclusive membership capable of responding to myriad needs in health and medicine. The NAM will activate the membership to achieve the mission in new ways. Specifically, members will be spokespersons for the NAM's work and will engage and nurture new scholars whose perspectives are currently underrepresented in the Academy's activities.

Strategies

1. Actively increase the **diversity and inclusiveness** of NAM members.
2. Cultivate **stakeholder engagement** from awareness to active participation and from local to global contexts.
3. Engage a diverse array of **young and emerging scholars and leaders** to inform the future of the NAM and build the talent pipeline.

GOAL 3

Build **leadership capacity** across diverse disciplines to shape the future of health and medicine.

The NAM will seek new approaches that transcend disciplines and converge different types of expertise to advance health and health equity; foster the future generation of health scientists and practitioners; and identify and incorporate innovative technologies and tools to build future leadership capacity.

Strategies

1. Build future field capacity by **transcending disciplines,** leveraging the **convergence** of emerging scientific areas, and working with new sectors in innovative ways.
2. Inspire and **enable future generations** to enter the STEM and related health sciences and health professions, including facilitating opportunities to engage secondary through post-secondary education.
3. Incorporate **new platforms** and develop **innovative approaches** to accelerate advances in health, science, and medicine.

Foundational Activities

The following foundational activities are necessary to implement our strategic goals. All four activities are independent and reinforcing.

ACTIVITY 1

Increase the Academy's capacity.

The NAM will develop and implement a plan to build a sustainable infrastructure through an increased endowment and flexible funds. We will engage and support a diverse membership and staff and promote an inclusive culture to implement an increasingly complex portfolio of activities. Our efforts will include the following tactics:

- Build a strong case for investing in this new strategy to make a greater impact on health and accelerate progress toward health equity.
- Identify fundraising goals and benchmarks, including plans for accessing private and public sources of funding to ensure flexibility in conducting our work.
- Involve members who view issues from diverse disciplinary, cultural, and experiential perspectives.
- Recruit, motivate, retain, and mentor a highly qualified, diverse staff that can support the active and growing set of NAM activities.
- Develop new networks and platforms to provide opportunities and resources from private and public sources domestically and globally.

ACTIVITY 2 | Expand partnerships.

The NAM will leverage existing and new partnerships, talent, and resources across the Academies to continuously improve our work and link health to all disciplines and issue areas (engineering, social sciences, climate change, disaster preparedness, etc). We will build new partnerships with groups who have not traditionally engaged with the NAM to extend our reach to partners to advance health for all. Our efforts will include the following tactics:

- Increase outreach and collaboration across Academies divisions, especially the Health and Medicine Division, to conduct health-relevant work to advance our mission.
- Fully explore partnerships with groups outside our traditional networks, including underrepresented groups, to identify mutual interests to advance the NAM's mission.

ACTIVITY 3 | Engage globally.

We will ensure that our work continues to impact policy domestically while expanding our global influence. We will forge partnerships and global relationships with key leaders and stakeholders, including other science and medical academies, to strengthen the influence and impact of science and evidence in domestic and global contexts. Our efforts will include the following tactics:

- Address pressing issues that cross geographic boundaries and have a global impact.
- Engage global experts, members, and volunteers in our work.
- Build our global presence as a key health partner & leader.

ACTIVITY 4

Monitor and evaluate progress.

We will measure progress toward fulfilling our mission. This will ensure that we can make adjustments as needed, rather than maintaining a static adherence to the plan. As an organization committed to continuous learning, we will develop a plan for measuring, reflecting, and improving. Our efforts will include the following tactics:

- Create a roadmap with inputs, outputs, outcomes, and timeline.
- Identify a set of benchmarks.
- Remain nimble and flexible to incorporate innovative approaches and make changes as necessary.

Photo: Flags hanging in the NAS Building represent home nations of NAM members.

PROCESS OVERVIEW

In April 2016, a small working group developed the mission statement and set of priorities, which were discussed with a larger planning committee that included representatives from all 12 NAM member sections. A SWOT (strengths, weaknesses, opportunities, threats) analysis was developed, and relevant documents were reviewed to guide the direction of the plan. Multiple interviews with key staff, members, and non-members were conducted by a consultant, and we held two workshops with NAM Council members and a planning committee in February 2017. The process was also informed by research conducted in 2015-2016 for the NAM strategic communications plan and by a questionnaire that was distributed to all NAM members and key volunteers. Senior staff drafted an outline for review at the April 2017 Council meeting. A draft plan incorporated the comments and feedback from that meeting and was circulated to the expanded planning committee for comment in May 2017. Senior staff held two calls with the planning committee in June, and comments were incorporated into the final plan.

STRATEGIC PLANNING COMMITTEE

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Robert Brook, RAND Corporation
Sheila Burke, Harvard Kennedy School
Victor Dzau, President, NAM
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NAM STAFF

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NAM Strategic Plan at a Glance

MISSION	To improve health for all by advancing science, accelerating health equity, and providing independent, authoritative, and trusted advice nationally and globally.
VISION	A healthy future for everyone.
VALUES	Scientific excellence and rigor. Objectivity and independence. Diversity, inclusion, and equity.
STRATEGIC GOALS	Actively identify and address critical issues with balanced and authoritative scientific evidence; and lead and inspire action on bold ideas to impact science, medicine, policy, and health equity domestically and globally. Diversify and activate the membership of the Academy and engage emerging leaders and scholars to enhance our leadership capacity and address new contexts and challenges. Build leadership capacity across diverse disciplines to shape the future of health and medicine.
FOUNDATIONAL ACTIVITIES	Increase the Academy's capacity. Expand partnerships. Engage globally. Monitor and evaluate progress.